Project Management Office

Scope Management Plan for the Capital Systems Improvement Project

Revision #1.2

Office of Financial Management

Revision History

Revision	Date	Author	Description of change
1.1	June 23, 2006	Vicki Rummig	Grammatical updates per 6/22/06 meeting / change “configuration management” to “product integration management” / expand change management plan descriptions / define Lead Business Analyst vs. Product Manager (two roles)
1.2	July 5, 2006	Vicki Rummig	Updates per CSI Leaders Meeting / Scope management process update

Overview

The Scope Management plan will describe the processes for scope setting, change management, and configuration management for the Capital Systems Improvement project. The purpose of the document is to ensure a shared understanding of how scope will be defined, managed, and how the complete system configuration will be managed.

Scope Setting

Scope is defined in two ways:

1. Scope of requirements
2. Scope of work to be completed

The requirements define the work that needs to be completed, but the schedule will be managed based on the work to be completed. Therefore, it is important to recognize how the requirements inter-relate to the work to ensure the understanding of how requirement changes and work changes impact each other.

Scope of Requirements

System and business requirements will be developed within the envisioning and initiating phases of the project.

Business Requirements – A system need from a business standpoint. A Business requirement describes the business need of **WHAT** the system needs to do, but does not state **HOW** it should be done (e.g., the system must provide a method for agencies to “release” budget data to OFM for review).

System requirement – A system need from a system architecture perspective. Should describe **WHAT** the system ought to do, but not state **HOW** (e.g., the system must deployable via the Internet).

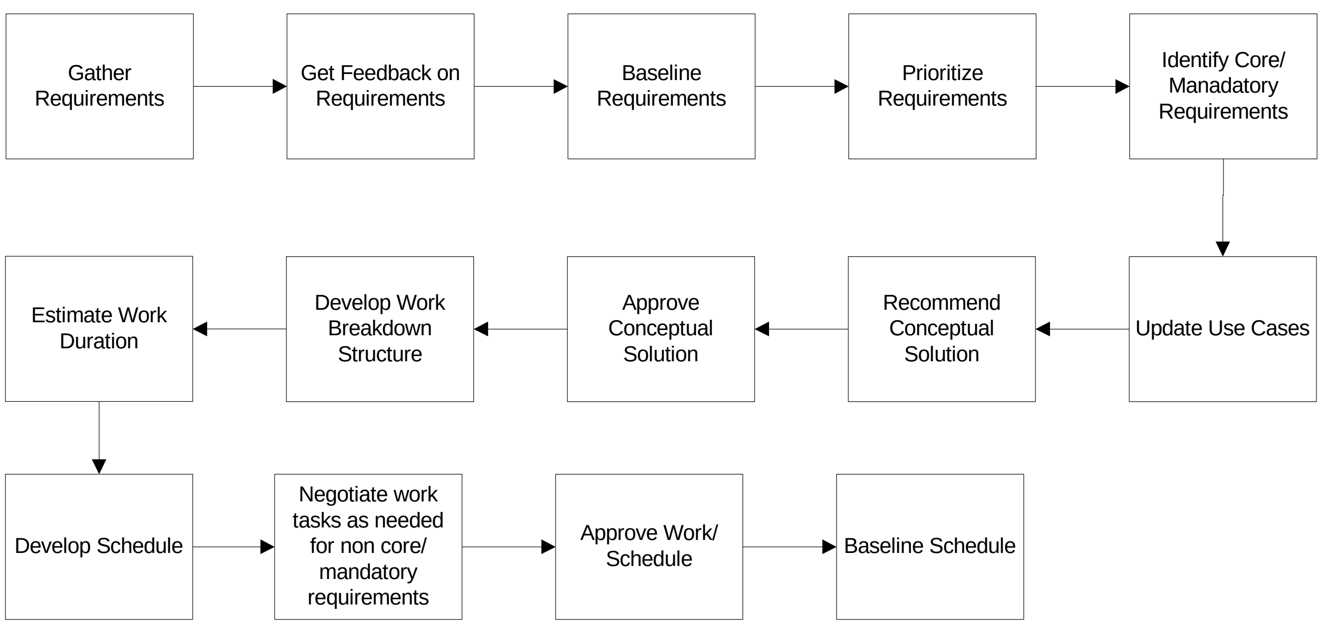
Functional Requirements – A requirement of how the system must function in particular case. Functional requirements relate to the design of the system and are not considered in scope setting.

All project stakeholders will have an opportunity to comment on and add to the requirements. The initial requirements will be base lined once the project team is confident that they are complete. Requirements developed will be evaluated for benefit of inclusion on a system solution and penalty of excluding from the system solution. The results of this evaluation will be quantified to provide prioritization of the requirements. Prioritization of the requirements does not affect the baseline of requirements.

Scope of Work to be Completed

The project team will work to develop a conceptual solution to meet all of the core/mandatory requirements with potential to address other high priority requirements. The project team and stakeholders will approve a conceptual solution. The conceptual solution will provide information on the components of the system to be developed cross-referenced with the application requirements.

This solution will be used to develop a Work Breakdown Structure (a hierchial look at the work to be done to develop and support the solution proposed). Project team members will be responsible for providing estimates of the amount of time needed to complete the defined work to include the requirements addressed. These estimates will be used to develop an initial schedule (also known as a work plan). The project team may negotiate on the requirements that are not core/mandatory to refine the schedule to acceptable delivery dates. The schedule and work contained within the schedule will be base lined once approved by the project team.



Change Process

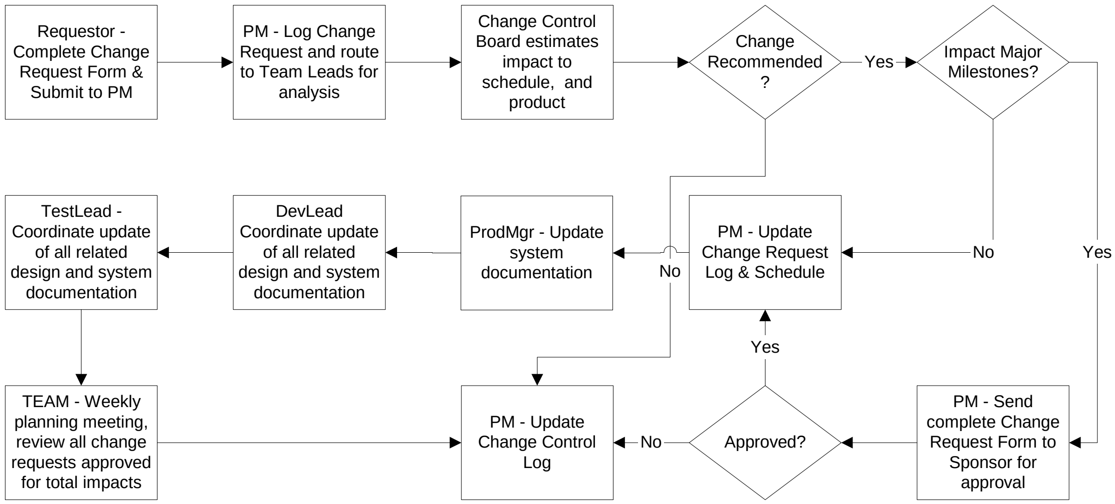
The Change Process is designed to provide oversight to requirement or work changes that would affect the project schedule and cost. The defined process should allow for requirement clarifications or design refinements that are not an impact to the project's overall schedule and cost.

Requirement clarification – Information provided on a system or business requirement that provides clarification and ensures designed product meets the user expectation and ensures 'fitness for use' of the system. The clarification should be upgraded to "Requirement Change" if it will impede the project's progress.

Design Refinement/Functional Specification Clarification– A specific design request for the user interface or database structure of the system. This may be a color or font preference, text for the user interface or a message box, or specific system behavior. Estimates for designing and developing system components should accommodate design refinements and functional specification clarifications. In the event the refinement will create a material change in the schedule or cost of the system a "Change Request" must be completed and submitted to the Change Review Board for consideration. It is the responsibility of the Product Manager Group to ensure system designers have enough knowledge of system expectations to develop realistic initial estimates to mitigate the need for change requests resulting from clarifications. Updating use cases is one tool for helping articulate the complexity and impact of system components.

Change Request Form – A form used to request changes to the projects work or product requirements. This form will be routed through the Project Manager who is responsible to ensure that the appropriate people have input to the request and that the request follows the agreed to processes and approvals.

Change Request Log – A log to record change requests and their resolutions maintained by the Project Manager. Includes information on the initial request, impacts to the project, impacts to the product, approval information, and additional comments.



Change Control Board

The Change Control Board is responsible for analyzing the impact of change requests, developing alternatives, and making recommendations. The Change Control Board has a responsibility to work together however necessary to ensure a thorough analysis and project impact identification. This may be via email, may require a joint meeting, or may require consulting outside of the project team. The Project Sponsor has final approval on all change activities that affect the project's ability to meet major milestones.

<u>Project Manager</u>

The Project Manager is responsible for ensuring that the agreed to Change Management Process is followed. The Project Manager will take all initial requests and route as appropriate as well as maintain the Change Management Log. The Project Manager will further facilitate weekly discussions to ensure recent Change Requests in accumulation are not having an adverse affect on the project. In the event that the project is impacted, the Project Manager will first work with the project team to identify options to bring the project within approved schedule and work with the Project Sponsor as necessary for scope or schedule adjustments.

<u>Lead Business Analyst</u>

The Lead Business Analyst will evaluate each change request to provide input on the benefit of inclusion or penalty of exclusion of each request made as well as the overall system impact. The Lead Business Analyst will further advocate for approval of the request when determined it is in the best interest of the product and product users.

<u>Product Manager Group</u>

The Product Manager Group will evaluate each change request for the impact to the system design and user experience through the systems. The Product Manager will be responsible for ensuing user system documentation is up-to-date per all approved changes.

Lead Tester
The Lead Tester will evaluate each change to analyze the impact to system testing. The Lead Tester will be responsible for ensuring that all affected test plans and test cases are updated per approved changes.

Lead Developer –
The Lead Developer will evaluate each change to identify the system impacts and development effort. The Lead Developer will be responsible for ensuring that all system documentation is updated per approved changes.

Sponsor
The Sponsor will evaluate each change request to give or reject final approval for needed change request. The Sponsor will base the approval on input from the project team for system and project impacts. The Sponsor will stay informed of the impact of changes to the project with access to the Change Control Log and status meetings with the Project and/or Program Manager. The Sponsor will be responsible for ensuring the project team has needed resources and time to complete the work required given the accumulation of change requests.

Program Manager
The Program Manager will be responsible for ensuring that the project team consistently uses the agreed to Change Management Process. The Program Manager will stay informed of the impact of changes to the project via weekly change discussions and with access to the Change Control Log. The Program Manager may also assist the Project Manager and Sponsor in discussions regarding change request approval.

Change Request Form

Describe the purpose and usage of the "Change Request Form". The Change Request Form will be an email template. A copy of the format will be stored on the Project Team website. Anyone can copy the template and paste into an email to the Project Manager. The project manager will ensure the routing of the form to conform with the agreed to change management process. Change Request Approval from the Sponsor will be handled via Outlook voting buttons: Approve, Reject, More Information.

Change Request #: <to be completed by PM>
Change Summary: <a brief summary of the change requested>
Change Detail: <a detailed explanation of the change requested>

Reason for Change:
Known Impacts: <what other components or project processes will be impacted by this change>
Benefit: <1-Low – 10-High, what is the benefit of this change to the project/product>
Penalty: <1-Low – 10-High, what is the penalty if this change is not approve>
Other Notes:

Development Impact Description:
Development Impact in Hours:

Test Impact Description:
Test Impact in Hours:

Alternatives Considered:

Change Control Board Recommendation:
Estimated affect to the schedule: <to be completed by PM>
Sponsor Approval Required: Yes/No
Sponsor Notes/Questions:
Approved: Yes/No

Change Request Log

Describe the purpose and usage of the “Change Request Log".

The Change Request Log will be used to record and track all change requests. The request number in the log will link to the Change Request Form. The project manager will maintain the log. The tool will be used to explore the cumulative impacts of approved requests, tracking of required information, as well as tracking of post approval tasks. The log is available in Excel and tracks the following:

Item	**Makes Determination**
Request Number	Project Manager
Summary	Requestor
Reason	Requestor
Product Impacts	Lead Business Analyst/Product Manager
Benefit	Lead Business Analyst
Penalty	Lead Business Analyst
Other/Comments	

Development Impact (narrative)	Lead Developer
Development Hours	Lead Developer
Test Impact (narrative)	Lead Tester
Test Hours	Lead Tester
Alternatives Considered	Change Control Board
Change Control Board recommendation	Change Control Board
Schedule Impact (change to next milestone)	Project Manager
Approval Required?	Project Manager
Approved	Sponsor
Project schedule updated	Project manager
Technical documentation updated	Lead Developer
Test documentation updated	Lead Tester
Product Documentation Updated	Product Manager Group

Product Integration Management

Product Integration Management, in this context, refers to the identification and documentation of the functional and physical characteristics of the resulting product(s). This section of the Scope Management Plan provides guidance to the project on the control and documentation of the final solution to ensure complete integration and understanding to aid in development, test, user education and support, and ongoing maintenance and operations.

Requirement to System Matrix
This tool will provide a single view of which requirements affect which system components as defined by the approved conceptual solution in a matrix view. This matrix will be used as a reference point for each change request, issues, system defects, database changes, or other system impacts. It will further provide information for system design and test planning. The assigned Product Manager will maintain this matrix.

System Manual
The System Manual is a document that will evolve over time to the point of a comprehensive guide for users. In its initial phase it will simply be a group of headings representing system components as defined in the approved conceptual solution. The assigned Product Manager will update the System Manual as system components are designed and developed. The system manual is not a design document replacement, rather a document that gives detail of the user interface and system response. At the time of system implementation the document should provide a full functioning and accurate view of the system(s) implemented. See the BDS System Manual for an example.

- Component description
- Screen Shot
- Field Description (each field)
    - Length
    - Type
    - Controlled from (i.e., statewide titles)
    - Affects (i.e., creates pre-release edit if blank)
    - Use
- Subscreens/dialog boxes